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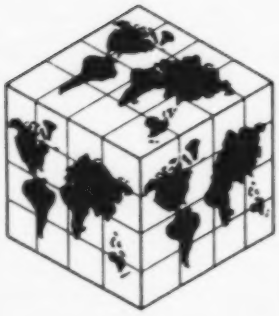

OVERSEAS CANADIAN PROJECT MANAGEMENT AND PLANNING INC.

LA SOCIÉTÉ DE GESTION CANADIENNE OUTRE-MER INC.

91-06652/

FINAL REPORT
EVALUATION FRAMEWORK
FOR
ENVIRONMENTAL PARTNERS FUND

Contract Number KA171-9-7875

Environment Canada

March 1, 1990

OVERSEAS CANADIAN
Project Management and Planning Inc.

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Project Management and Planning Inc.

March 1, 1990

Environment Canada
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351 St. Joseph Boulevard
Hull, Quebec
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Attention: **P. R. W. Gore**
Director, Evaluation Branch

Dear Sirs:

Re: **Environmental Partners Fund Evaluation Framework**
Contract Number KA171-9-7875

Following is the Final Report of the Evaluation Framework for the Environmental Partners Fund.

Yours truly,

OVERSEAS CANADIAN

Douglas M. MacArthur
PRESIDENT

DMM/br

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ENVIRONMENTAL PARTNERS FUND

EXECUTIVE SUMMARY FOR FRAMEWORK

The Environmental Partners Fund is a $50 million five-year program to stimulate collaborative grass-roots approaches to solving Canada's environmental problems.

Public investment on this scale in a period of tight restraint calls for most careful stewardship, backed by sound accountability processes.

Environment Canada, therefore, undertook to develop an evaluation framework concurrently with the launching of the program in 1989,

- to ensure that program managers and evaluators shared an understanding of how the program would be evaluated at mid-term in 1991-92 and on termination in 1994-95;

- to determine what criteria would be used to measure success and what indicators would be used to measure performance;

- to set in place all data collection systems that would be necessary for a proper evaluation.

The framework has been reviewed by Environmental Partners Fund managers at headquarters and in all regions. They agree with the Evaluation Branch that it is a reasonable blueprint for evaluations that will eventually provide a basis for sound decisions on the future of the program.

PROGRAMME LES PARTENAIRES DE L'ENVIRONNEMENT

RÉSUMÉ DU CADRE D'ÉVALUATION

Le Programme les partenaires de l'environnement est un programme quinquennal de 50 millions de dollars, visant à stimuler l'élaboration d'approches de collaboration d'inspiration populaire, pour résoudre les problèmes environnementaux du Canada.

L'investissement public à cette échelle, en période de restrictions budgétaires sévères, nécessite une gérance suivie, appuyée par de bons processus de reddition des comptes.

Environnement Canada a donc entrepris d'élaborer un cadre d'évaluation en même temps qu'il lançait le programme en 1989,

- pour veiller à ce que les gestionnaires et les évaluateurs aient la même conception de l'évaluation du programme à mi-chemin, en 1991-1992 et à la fin, en 1994-1995;
- pour établir les critères à utiliser afin de déterminer le succès obtenu, et les indicateurs permettant d'évaluer le rendement;
- pour mettre en place tous les systèmes de collecte des données nécessaires à une évaluation adéquate.

Le cadre a été examiné par les gestionnaires du programme à l'administration centrale et dans toutes les régions. Ils ont conclu avec la Direction des évaluations qu'il s'agit d'un plan détaillé convenable pour les évaluations, et qu'il permettra de prendre des décisions éclairées sur l'avenir du programme.

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INTRODUCTION

Environment Canada has recently launched a five-year matching fund program of local action-oriented environmental projects. In accordance with government policy and the Office of the Comptroller General, Evaluation Frameworks are to be developed concurrently with the initiation of new programs.

Overseas Canadian has been contracted by Environment Canada to develop an Evaluation Framework for the Environmental Partners Fund Program. The framework, developed in consultation with program managers, will serve as a blueprint for interim (1991-92) and final (provisionally 1994-95) program evaluation.

The framework will be used to facilitate the Regions' project level evaluations, but is primarily aimed at evaluation of the program as a whole. It alerts managers of the issues which will be evaluated and identifies those data which should be collected for this purpose. It also indicates where and how these data may be obtained.

The framework will serve to gauge the strengths and weaknesses of the program at mid-term, thus providing an opportunity for significant response and program modification in light of evaluation recommendations.

The final evaluation will indicate the achievement of the program and the impacts and effects that have resulted. It will examine the program's rationale, its design and structure and alternative ways of achieving program objectives. The evaluation will provide guidance for design and management of similar programs in the future.

1.0 PROGRAM PROFILE

1.1 Program Mandate

The Environmental Partners Fund, a new government program to improve and make the public more aware of Canada's environment, has its mandate in the Record of Decision No. 7-0061-89RD(01)(c) for the Environmental Partners Fund, ratified by the Priorities and Planning Committee of Cabinet on May 30, 1989 and Decisions of Treasury Board Meeting of June 1, 1989, No. 811328 and October 18, 1989, No. 812092 (Amended submission). These documents authorize The Minister of the Environment to establish a matching fund program to encourage multiple partners to undertake local projects to clean up the environment and reduce waste, to raise public awareness of possible action in environmental problem solving, and to promote a conserving society, thereby contributing to sustainable development.

The program, which commenced in 1989, is to be funded for five years to support qualified local projects up to a level of fifty percent Environmental Partners Fund matching funds, with a maximum federal contribution of $200,000 per project over three years. Approved program funding is $50 million over five years (see 1.52 for details).

1.2 Program Objectives

The Environmental Partners Fund has four specific objectives:

(a) To stimulate and support the development and implementation of local action-oriented projects to enhance and preserve Canada's environment;

(b) To provide matching Funds, up to a maximum of $200,000 per project over a three-year period, to encourage and enable community organizations and others (with emphasis on multiple partners and collective action) to develop creative and innovative approaches to local environmental problems;

(c) To raise the level of public awareness of the need for and value of individual and collective action in dealing with both immediate and long-term environmental problems;

(d) To promote a conserving society, through collective and individual involvement in local environmental initiatives, thereby contributing to the concept of sustainable development.

1.3 Program Description

1.3.1 The Program

The Environmental Partners Fund is a matching fund program designed to complement efforts to enhance the quality and preservation of Canada's environment by increasing public awareness of the need for individual and collective action in solving environmental problems. Two categories of projects have been selected for matching fund support in achieving implicit environmental goals. The first type (category 1) are those which conserve, enhance or rehabilitate the environment. The second type (category 2) are projects that support waste reduction and recycling.

The five-year $50 million program was first announced in Lachine, Quebec, on October 21, 1988 by the Prime Minister and (i) supplemented by a press release on the same date by the Minister of the Environment; (ii) included in the April 3, 1989 speech from the Throne; (iii) formally launched during Environment Week, June 4 -10, 1989 and (iv) followed by newspaper advertisements in August, 1989.

The program funds action-oriented projects which will be carried out by local groups. The projects are intended to promote environmental awareness and sustainable development through community efforts in rehabilitation of the environment, waste reduction and associated publicity. Projects will not be limited to, but may include:

- improving local parks
- restoring wetlands
- restoring and protecting fish and wildlife habitat
- developing community based water conservation programs
- extending residential "blue box" type recycling programs
- developing composting programs
- developing hazardous household waste disposal programs

The following types of projects will not be eligible for funding:

- projects consisting of activities required by law or regulation
- projects in national and provincial parks
- feasibility studies
- position papers
- conferences
- workshops
- preparation of educational materials

Project duration may be as short as a few weeks or as long as three years.

1.3.2 Project Eligibility (Qualifying Criteria)

To be eligible, project proposals must:

- describe existing conditions which are to be improved by the project, describe, in measurable terms, the improvements to be made, and set targets to be achieved at specific stages as the project progresses;
- indicate how those improvements will be made within a three year period. The request should not be for more than $200,000 in federal matching funds;
- indicate knowledge of the environmental problem and contain a sound project plan with provision for adequate project management;
- identify which partner will take project leadership, as well as all other partners and their respective roles and contributions, substantive and financial;
- provide a plan to publicize the environmental benefits of the project, to increase awareness of the environmental issue and to encourage community interest and support for the proposed solution;
- identify whether any negative environmental impacts may arise from the activity and describe how these will be controlled. If this is relevant for the project, a list of environmental authorities can be included;
- demonstrate that the project will not be a commercial undertaking during the period of federal partnership. If a project produces revenue during this period it must be reinvested in the project. Projects that will become revenue-generating or self-sustaining after the period of federal partnership are eligible for funding;
- indicate that the project is for a new activity. Projects that are required because of an order under an existing law or regulation are not eligible. Projects should not duplicate or compete with any existing services or displace work normally performed under existing or planned environmental programs. Projects designed to introduce new techniques or procedures which could improve the customary manner of maintaining environmental quality will be considered.
- contain plans for self-sustaining continuity after the end of Partners Fund support, if appropriate.

As well as meeting the above criteria, in orde to be given high priority for funding, project applications should:

i) clearly support local environmental activities,
ii) draw together multiple partners, and
iii) have a long-term financial and management plan. (Pp. 9-10 Operational Guidelines Manual)

1.3.3 The Delivery

The program is administered by Environment Canada and delivered at the regional level through the phases of application, review, selection, ministerial approval and contribution agreement with coordination provided by the Environmental Partners Fund staff at the headquarters level.

Project applications are submitted to one of Environment Canada's regional offices. The applications are then reviewed by one of the regional Application Review Committees (composed mainly of federal government officials with environmental expertise) to determine if all eligibility criteria have been met. Eligible project proposals (applications) are then submitted to the appropriate one of the twelve provincial/territorial Selection Committees (composed of 5-7 non-government, ministerial non-partisan appointees) where they are assessed against project quality and program/regional priority criteria. If funds are available, the highest scoring proposals are recommended for approval to the Minister of the Environment. When a contribution Agreement is signed by the Project Partner and by the designated regional officer on behalf of the Government of Canada, the project is formally underway.

The 1989 deadline for applications was 1 September. For the duration of the program there will be three deadlines each year: 1 March; 1 June; and 1 September. Citizen bodies such as service clubs, community organizations, environmental, youth and newly formed groups are expected to develop proposals and obtain local funding from within, and/or from commercial and industrial enterprises and other government levels and departments. The lead partner, in all cases must be a non-government, non-profit organization.

The authorizing documents (Cabinet and Treasury Board Decisions) set out certain administrative requirements for the operation of the program and indicate where flexibility is permitted as operational feedback and public responses suggest modifications and improvements.

The most significant program requirements or operational procedures include the establishment of application deadlines and annual budget allotments, regional allocation of program funds, special funding provisions for specified groups, program management and committee establishment, eligibility, limited categories, project selection criteria and lastly, a communications plan.

Consistent standards of program implementation will be ensured by continuing liaison and coordination between headquarters staff and regional managers (see 1.6.1 for allocation of responsibilities).

Consideration has already been given to the possible need for a re-profiling of the annual funding within the prescribed total, and in a possible broadening of categories eligible for funding depending upon the experience gained in program delivery.

1.3.4 The Context and Rationale

The Environmental Partners Fund was conceived and launched in a climate in which the Canadian public has expressed great concern about the extent of environmental degradation, and frustration at the rate of progress being made to improve the environment. This point is elaborated in the following quotations from *Public Opinion and the Environment*, May, 1988, a "composite picture of public perceptions on environmental issues in Canada", produced for the Corporate Planning Group, Environment Canada:

> "Increasingly, Canadians have come to believe that governments, especially the federal government, have more responsibility for environmental protection than other groups." (p. 51)

> "Canadians give industry (together with the federal government) the lowest approval ratings of all groups involved with environmental issues." (p. 57)

> "Canadians are losing their sense of personal efficacy about the environment, but a majority still believe they can personally make a difference. Eight in ten believe that if people get together, they could improve the environment." (p. 59)

The Environmental Partners Fund program addresses the environmental issue on two fronts: first, by demonstrating a measure of leadership and commitment on the part of the federal government, thereby reducing the criticism for inaction and, second, by providing an opportunity and outlet for individual, collective and local action by encouraging and facilitating participation by other groups and segments of society such as environmental groups, business/industry, and the other levels of government. By inviting and facilitating participation of all elements of society from the individual to the federal government, the program hopes to meet, to a significant degree, the need to mobilize society in environmental action and the need for government to be seen to be both leading and acting.

1.3.5 The Public Served

This program aims to serve all Canadians. More specifically, it serves those motivated to action in combatting environmental degradation or enhancing the environment. The concerned public can perhaps be divided into two classes, the first consists of various existing environmental public interest and activist groups. The second class comprises individuals and groups who will become environmentally active for the first time by forming affiliations and groups responding to the program with project applications. Public opinion polls suggest many of these are environmentally aware and concerned and eight out of ten believe that cooperatively they could improve the environment. (*Public Opinion and the Environment*, p. 59)

It is also anticipated that the projects will be well served with local media coverage, so those people not directly involved in projects, will become aware that individual and local action is possible and expedient in solving local environmental problems. Publicity will also generate interest in furthering the conserver society.

Finally, certain groups (native peoples, youth, and job creation program recipients) will be assisted in participating in the Environmental Partners Fund program through special concessions in which federal funding under existing programs would be excluded from the $200,000 or 50% maximum federal contribution under this program.

1.4 Relation to Estimate Program

The Environmental Partners Fund budget is chargeable to Vote 15, Grants and Contributions, Environment Services Program as reflected in the Supplementary Estimates for 1988-89.

1.5 Program Resources

1.5.1 Human Resources

Environment Canada has allocated 10 P/Ys from existing Departmental P/Y resources for fiscal year 1989-90. It is tentatively planned to have a total of 15 P/Ys for year 2 (1990-91), an increase of five, and a total of 20 P/Ys for each of the next three years (1991-94), a further increase of five. At time of writing, there was no decision on the future P/Y allocations or increases requested.

1.5.2 Financial Resources

The program is funded for $50 million total for its five year life. The approved yearly allocation is as follows:

TABLE I
ANNUAL BUDGET ALLOCATION ($Millions)

	1989-90	1990-91	1991-92	1992-93	1993-94	TOTAL
Administration	1.5	1.75	2.1	2.0	2.65	10.0
Program	2.5	6.25	9.9	14.0	7.35	40.0
TOTAL	4.0	8.00	12.0	16.0	10.0	50.0

It is considered likely that some reallocation of the fiscal resources may become necessary to match supply (funds) and demand (applications) as the program matures.

The regional allocation of the $40 million program through the 5-year life of the program is established on a slightly modified Canadian Council of Ministers of the Environment formula expressed as percentage in the following table.

TABLE II
REGIONAL BUDGET ALLOCATION (%)

British Columbia	12.5	
Yukon	1.5	
Pacific and Yukon		14.0
Alberta	10.0	
Saskatchewan	6.0	
Manitoba	6.0	
Northwest Territories	2.0	
Western and North		24.0
New Brunswick	5.0	
Nova Scotia	5.5	
Prince Edward Island	2.0	
Newfoundland	4.5	
Atlantic		17.0
Quebec		20.0
Ontario		22.0
National		3.0
TOTAL		**100.0%**

Three percent of the program funding has been allocated for cross-Canada projects proposed by national organizations with country-wide communication networks.

The program has no capital assets.

1.5.3 Other Resources

The Financial and in-kind contributions of the partners are not, strictly speaking, a program resource, but still a necessary input to the program. These contributions are essential to both the program's functioning and success.

1.6 Program Elements

1.6.1 Activities

Program staff administers this matching fund program by performing the following main functions (for details see Operations Guidelines Manual):

Headquarters management

- coordinating with Minister's office
- liaising with, and functional direction of regional program managers
- developing and reviewing program operation (including committee establishment, preparing operational manuals and other documentation)
- liaising with federal/provincial departments, national organizations
- liaising with international environmental community
- overseeing public information aspect (annual report, "marketing" program by direct mail)
- administering national projects (3% of fund)

Regional management

- providing assistance to applicants/sponsors
- promoting program
- establishing regional priorities
- chairing regional application review committees
- chairing regional selection committees
- developing contribution agreements
- reviewing and approving progress and final reports
- coordinating with other organizations
- monitoring and closing out the projects
- maintaining records and managing finances
- monitoring regional publicity programs

1.6.2 Outputs

The Environmental Partners Fund program has three kinds of outputs. The first are partnerships, the second are completed (or incompleted, but terminated) projects, and the third are project publicity programs (national, regional and project level).

1.6.3 Effects and Impacts

In this report effects and impacts follow the usage of the Office of the Auditor General. Effects are intended results of the program; impacts are unintended results, whether positive or negative.

1.6.3.1 Effects

Listing, let alone discussing environmental effects is contingent upon knowing the range of project subjects and goals. Until the program is well underway, environmental effects can only be discussed at the generic level. Program documents indicate the following generic types of projects have been identified for funding:

- environment and habitat improvement and protection,
- water quality improvement and conservation,
- waste reduction, and
- recycling initiatives

Significant benefits can be reasonably expected in any of these at the local level. Depending upon the mix of projects across the country and over the life of the program, beneficial effects might be significant at a broader regional or national level. Innovative processes and procedures, especially as applied to recycling and other waste reduction projects are hoped for effects of the programs, but effects whose nature cannot be foreseen.

One important long-term benefit should be an enhanced spirit of cooperation and improved linkages between environmental organizations and governments at all three levels as they work together on some projects. The close fitting of the program objectives with Brundtland Commission sustainable development recommendations, should ensure similar benefits on the international environmental scene.

Almost certainly the most important immediate effects of the program will be on the people side rather than on the environmental side. This is because resulting changed perceptions, attitudes and ultimately activities will have far-reaching effects. Changed environmental conditions, on the other hand, may or may not persist, and in any case, in the short term are unlikely to be, even cumulatively, of more than modest significance. The activities deriving from changed perceptions, in the long term though, should ensure changed environmental conditions that are significant and enduring.

1.6.3.2 Impacts

As with effects, the most important impacts may be of a people nature rather than environmental. The people impacts will all derive from the efforts involved in, and the achievement of, reaching the direct environmental goals, and the associated participation and publicity.

The impacts of the program range in type from those fully expected, but not planned, such as educational, to the negative environmental impacts which are to be identified in the applications by the project sponsors.

Many of the most likely impacts will be beneficial. A major one will be education in the broadest sense, but including environmental education, although it is not intended to be an educational program. There is a fine line between the awareness objectives of the program and educational benefits which are certain to ensue and which would even be increased if environmental education were an eligible category.

There are the unpredictable and perhaps barely possible technological and scientific benefits that could result from the program's "creative and innovative" thrust. The possibilities are slight, but the benefits could be enormous.

Any matching fund program has some potential for local, economic impact, though many factors tend to minimize the net impact. Only communities in economically depressed regions with high unemployment rates could experience any significant economic or employment benefit. Furthermore, any impact is dependent upon the size and nature of the project.

Furtherance of non-environmental cooperative activities and increased community spirit is another likely major impact of the program. The local cooperative action emphasis of the program will ensure spill over from the project to the community.

Increased cooperation and community spirit may well appear in many areas, such as local sports, self-help groups, recreational facilities and activities and community crime and delinquency reduction efforts.

On the negative side, there are several areas in which undesirable consequences could appear besides those already mentioned (environmental impact at the project level). Projects could detract attention and resources away from ongoing or planned local initiatives. They could also substitute one local initiative for another, leading to projects, which during the development and implementation stage could create confusion in the public's mind about the relationship to other ongoing or planned activities, such as a municipality-initiated "blue box" program. Projects might conceivably create expectations that could never be met, and result in disappointment.

Disruptions and depressed prices in the recycling industry could result if recycled tin cans, aluminum, glass, paper, oil and rubber were to swamp existing capacity to process the waste or the market's capacity to absorb the recycled product.

Table III lists the more important effects and impacts.

TABLE III

PROGRAM EFFECTS AND IMPACTS

EFFECTS - Environmental

Environment & habitat improvement
Environment & habitat protection
Water quality improvement
Water conservation
Waste reduction
Recycling initiatives

EFFECTS - People

Project participation
Increased citizen cooperation
Local action appreciation
Recognition of problem solving ability
Increased environmental awareness
Promotion of conserver society
Increased cooperation between environmental organizations and governments
Development of innovative processes and procedures

IMPACTS - Positive

Self-sustaining enterprises
Revenue generation
Environmental education
Enhanced community spirit
Enhanced community cooperation
Careers launched in environmental area
Leadership developed
Local economic stimulus
Local employment
Linkages developed
Scientific/technological introductions
Decreased environmentally damaging practices
Increased individual/family conservation efforts
Creation of local environmental groups

IMPACTS - Negative

Diversion of resources/attention from local initiatives
Disappointment from unrealized expectations
Confusion about environmental programs
Anti-environmental backlash
Over-supply of recyclables
Depressed prices for recyclables
Disruptions in recycling industry
Disappointed unsuccessful sponsors
Environmental impacts (various)

1.7 Program Structure

The following four figures depict:

1. The program's organizational context in Environment Canada -
   Figure 1: Environmental Partners Fund Program Organization Chart.

2. The government and non-government administrative units involved in the program -
   Figure 2: Environmental Partners Fund Program Administrative Model.

3. The process, from an environmental problem solving idea through to citizen participation in a project -
   Figure 3: Environmental Partners Fund Program Operational Process.

4. The linkages between the activities of the program and its outputs, effects (intended) and impacts (unintended) -
   Figure 4: Environmental Partners Fund Program Logic Chart.

ENVIRONMENTAL PARTNERS FUND PROGRAM
Organization Chart

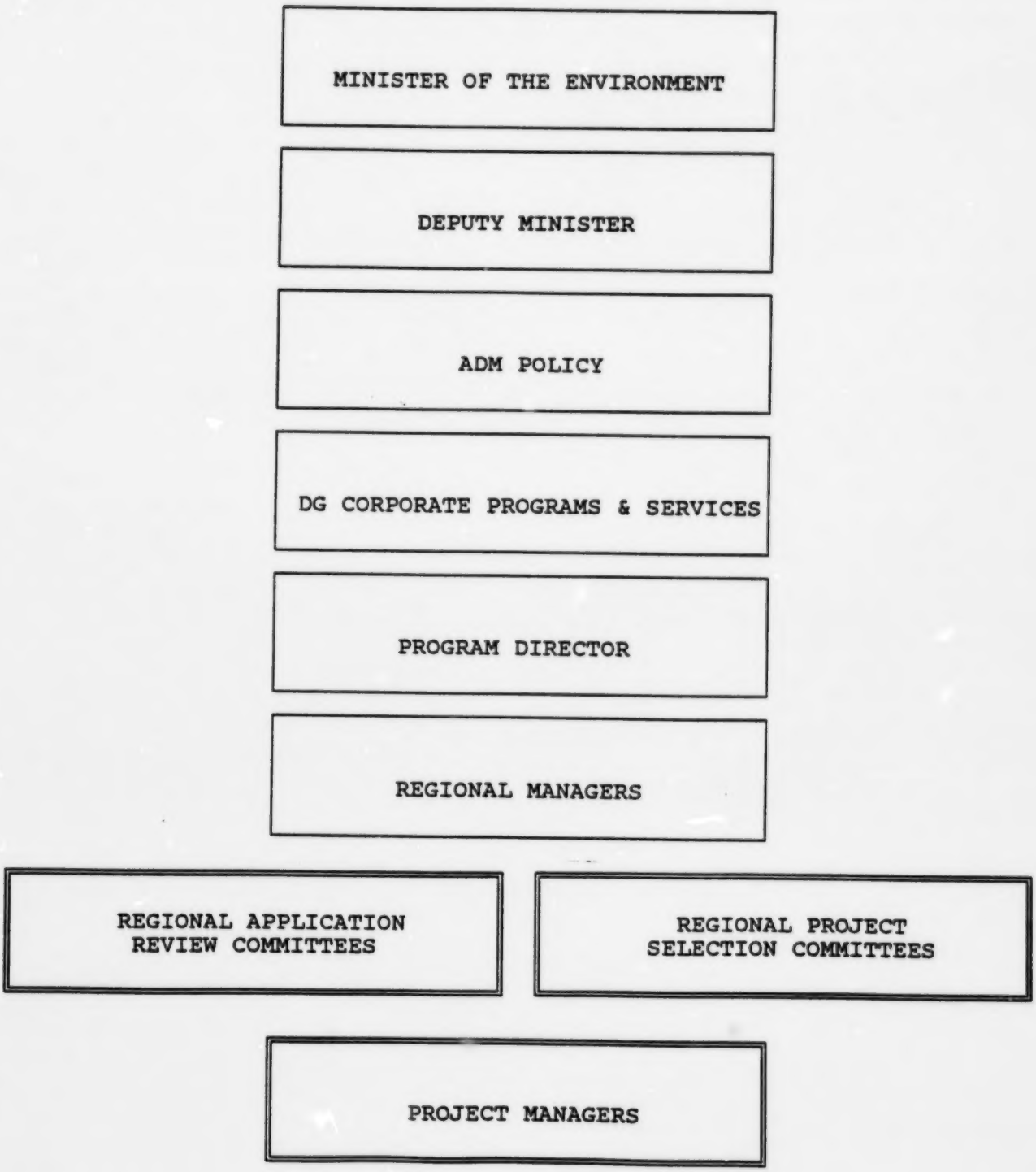

Figure 1

ENVIRONMENTAL PARTNERS FUND PROGRAM

Administrative Model

Administrative Unit	Responsibility
Minister's Office	• Final project approval • Approval announcements
Headquarters Office	• Program direction and support
Regional Offices	• Planning, organizing and controlling regional fund allocations
Regional Application Review Committees 5	• Project review
Regional Project Selection Committees 12	• Project selection and ranking
Partners	• Proposal submission • Project implementation

Figure 2

PROGRAM OPERATIONAL PROCESS

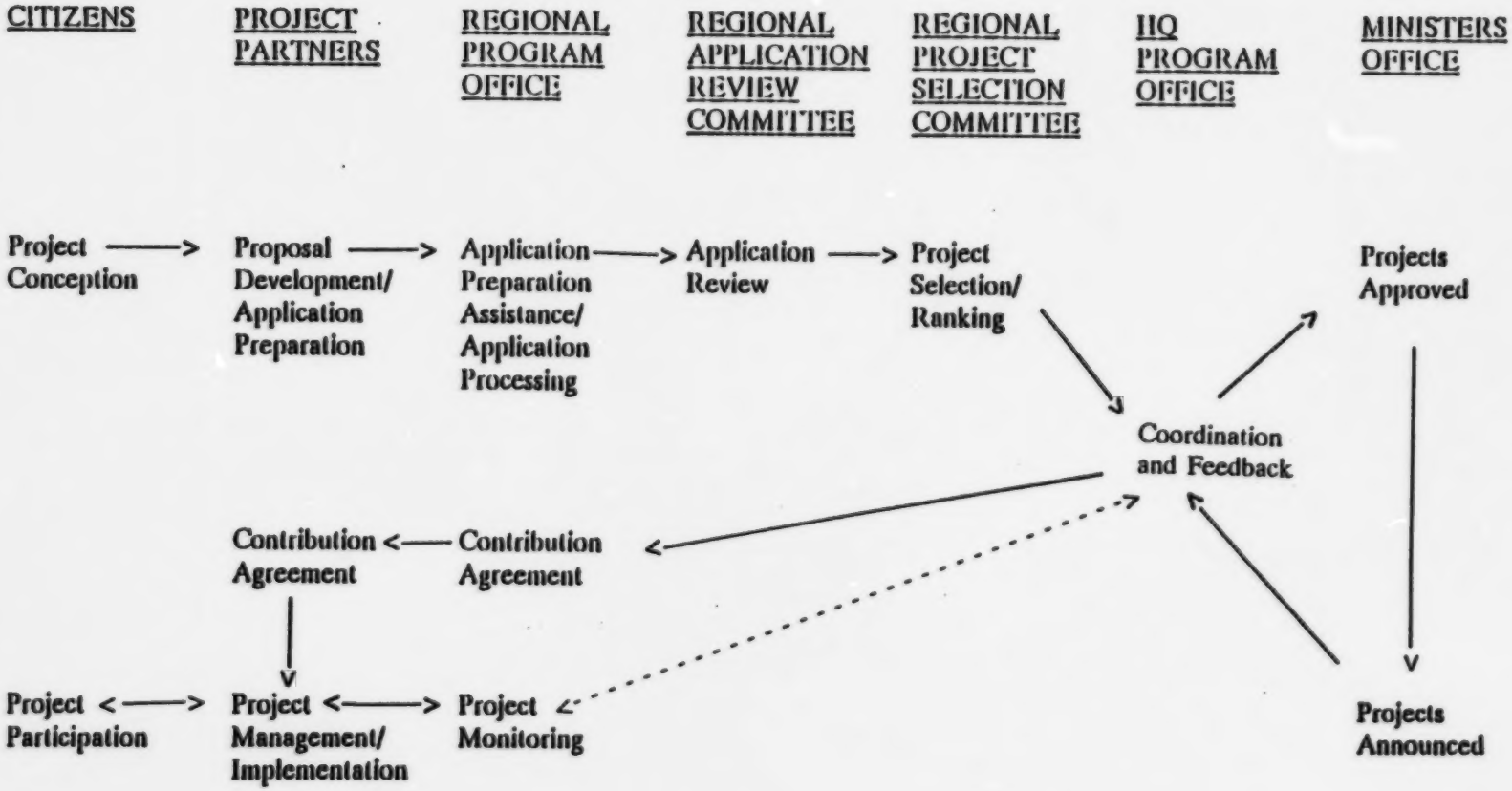

Figure 3

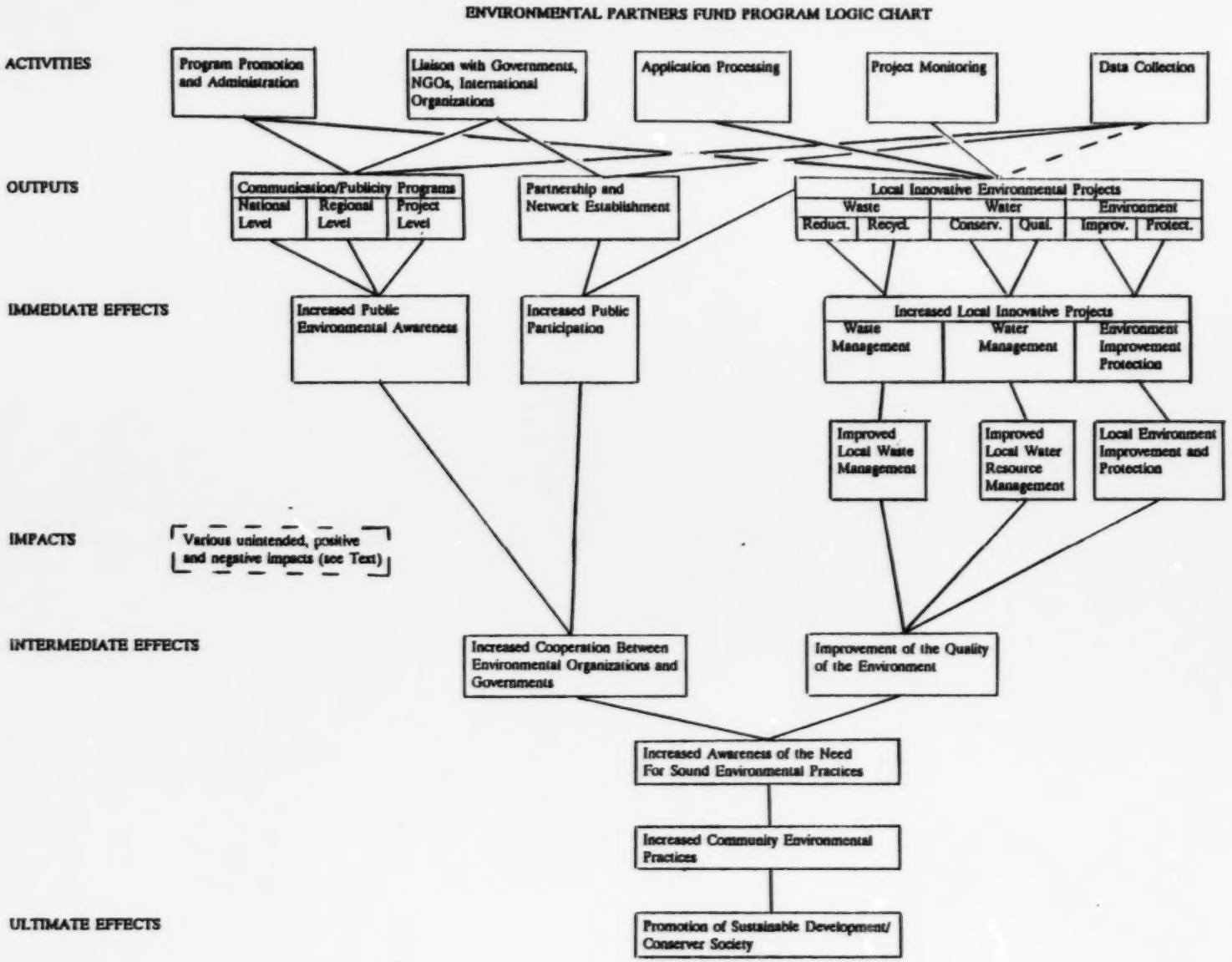
ENVIRONMENTAL PARTNERS FUND PROGRAM LOGIC CHART
ACTIVITIES
Program Promotion and Administration
Liaison with Governments, NGOs, International Organizations
Application Processing
Project Monitoring
Data Collection
OUTPUTS
Communication/Publicity Programs
National Level
Regional Level
Project Level
Partnership and Network Establishment
Local Innovative Environmental Projects
Waste
Reduct.
Recycl.
Water
Conserv.
Qual.
Environment
Improv.
Protect.
IMMEDIATE EFFECTS
Increased Public Environmental Awareness
Increased Public Participation
Increased Local Innovative Projects
Waste Management
Water Management
Environment Improvement Protection
Improved Local Waste Management
Improved Local Water Resource Management
Local Environment Improvement and Protection
IMPACTS
Various unintended, positive and negative impacts (see Text)
INTERMEDIATE EFFECTS
Increased Cooperation Between Environmental Organizations and Governments
Improvement of the Quality of the Environment
Increased Awareness of the Need For Sound Environmental Practices
Increased Community Environmental Practices
ULTIMATE EFFECTS
Promotion of Sustainable Development/ Conserver Society

Figure 4

2.0 EVALUATION CONSIDERATIONS

2.1 Introduction

Careful reading of the Environmental Partners Fund objectives indicates that in a sense it is more of a people program than an environmental program. This is, of course, deliberate. It reflects government's recognition that it has been people's attitudes and actions (individually and collectively) which have initiated the environmental crisis, and it is only through changing these attitudes and actions that there is any hope of solving the problems.

It is also clear from reading the objectives, that the program could be successful without measurable short-term improvement or protection of the environment at the national level. Such is not explicitly called for in the objectives, though implied. Paradoxically, no single project could be deemed successful, nor even obtain continued funding, without measurable progress toward the goals identified by the sponsor in his application. Yet it is unlikely that a project would be approved unless it had the potential to influence the attitudes and actions of many citizens through participation and publicity.

The evaluator is faced with a program in which the objectives of the constituent projects do not match those of the program as a whole. There is an inconsistency in the projects being more environmentally focused than the program, which has more of an attitudinal/behavioural focus. Also, the application form requires baseline environmental data, but no people/behavioural baseline data. At the same time, the program objectives are so involved and intricately related that it will not be possible to determine if they have been achieved or not, as presently written.

2.2 Evaluation Objectives

For the above reasons and to better integrate program and project aims and to facilitate evaluation, the program objectives have been rephrased as follows:

(a) To raise the level of public awareness of the need for citizen participation in solving environmental problems.

(b) To encourage an increase in grass roots participation in environmental problem solving.

(c) To encourage an increase of local innovative environmental action projects.

(d) To enhance and preserve the quality of the environment in communities across Canada.

2.3 Program Characteristics Relevant to Evaluation

Before evaluation issues, indicators and data requirements are systematically addressed, there is need to identify other program characteristics which cannot be ignored in establishing an evaluation framework. Some of these characteristics are a consequence of the environmental improvement and publicity components of the program; others are a consequence of the reviewing and reporting aspects. These are:

1. Measurement of environmental improvement is a prime consideration at the project level. Measurable environmental parameters are to be identified by the sponsor in the application, tracked or monitored by the sponsor in interim reports and hopefully rated as having reached the proposed level in the final project report. The Review and Selection Committees are in the best position to make a statement (on their respective worksheets) as whether success of the project is measured using the sponsor's performance indicator (environmental parameter) or some other project characteristic. The committees can best determine the criterion for success of a particular project and quantify success through use of a scale or percentage attainment of (say) the proposed goal.

2. Environmental improvements which will be measurable at the project level will not likely be measurable at the regional or national level because environmental parameters are project-specific. An aggregation of indicators from the project to the program or national level is hindered by the wide range of factors which will undergo change (one cannot meaningfully aggregate water quality parameters and recycling initiatives any more than apples and airplanes).

3. Some environment improvements may not be measurable in the project time frames available. It is the task of Review Committees to screen these out.

4. Some environmental improvements are readily achievable, visible, yet unquantifiable. Those of a "clean-up" nature are of this type. Others are readily quantifiable, but the baseline data required are not available at an appropriate scale. Air and water quality parameters are examples of this type.

5. Public awareness data are generally not available at the community level, nor are baseline awareness data required of sponsors.

6. Changes in awareness at the national level would be difficult to attribute to the program because of the extensive coverage currently being given environmental issues.

7. The Interim and Final Project Reports are essential sources of financial and environmental data for evaluation purposes, but there is no provision for any environmental data in the Final Report form and only allowance for descriptive text in the interim reports under the heading "Project Report on Activities". The data base (a component of DOTS - the Departmental Office Technology Systems) currently only makes allowance for descriptive text under a few headings, and no

allowance for easy accessible data such as has been provided for funding and payment information.

8. Regional priorities differ, and this is a factor to be considered during evaluation. Much aggregation of data up to the national level is not precluded by this factor, however.

3.0 EVALUATION FRAMEWORK

3.1 General

The objectives of the government expressed in various documents, the Application Guide, Operational Guidelines Manual, Sponsor's Handbook, Review and Selection Committee Worksheets, and State of the Environment and Public Opinion Poll reports were reviewed. Discussions were held with several officials in the Corporate Policy Group, Environment Canada, particularly in the Sustainable Development and State of the Environment Reporting Branches. The program design, objectives, application screening process and reporting requirements have been discussed in Sections 1 and 2 of this report. The foregoing discussion is the basis for the evaluation framework which is presented in Appendix A and described below.

3.2 Issues

The Environmental Partners Fund is a new program which will undergo interim evaluation in 1992 and final evaluation in 1995. The Comptroller General has classified Program Evaluation Issues into four classes, i.e., Rationale, Impacts and Effects, Objective Achievements, and Alternatives. Emphasis on these generic issues varies depending on the nature of the program. It seems advisable to add a fifth generic issue (Program Design and Structure) to better fit the evaluation.

Program Rationale Issues

1. What is the justification for the program and does it make sense?

Impacts and Effects Issues

2. To what extent has multiple partnership been achieved?

3. To what extent has innovation been successfully employed in solving environmental problems?

4. To what extent were negative impacts identified, encountered and mitigated?

5. To what extent has the conserver society ethic/sustainable development concept been promoted?

Achievement of Objectives Issues

6. To what extent has awareness of the need for local action in dealing with environmental problems been achieved?

7. To what extent have the communication/publicity plans been effective in advertising and promoting the program?

8. To what extent has the program been successful in encouraging citizen participation in local innovative environmental action projects in solving environmental problems?

9. To what extent has the program succeeded in improving and protecting the quality of the environment in communities across Canada?

10. To what extent has waste reduction been achieved and recycling extended in communities across Canada?

Program Design and Structure Issues

11. To what extent has the program design and management been satisfactory and efficient?

12. To what extent has the project screening process (eligibility, review, and selection criteria, ranking and categorization) been effective?

13. To what extent did the program conflict with others?

14. To what extent should consideration be given to substantive modification, termination, extension of the Environmental Partners Fund program?

Alternatives Issues

15. Are there more cost-effective programs and ways to achieve this program's objectives?

3.3 Questions

Each issue is explained through a series of questions which collectively facilitate addressing the issue in a quantitative or credible manner as shown in Appendix A.

3.4 Performance Indicators

For this evaluation framework, the indicators which will provide quantitative answers to the series of questions used to explore the issue are, in most cases, numbers, percentages or ratios of quantifiable characteristics or attributes of the project, program or result of their operation.

3.4.1 Environmental Performance Indicators

These will be project-specific at the project level. The nature of the sponsors' environmental indicators cannot be determined before examining the specific applications. However, the Review and Selection Committees should ensure that the indicators in each approved application have the following characteristics:

- be measurable
- be measurable in the project time frame
- be expressed in figures (i.e., quantified), not in descriptive text
- if thresholds are to be crossed (hopefully), then they will be identified as well as the criteria for their identification*
- not be subject to exogenous factors such as seasonable or weather changes
- not be influenced by unpredictable and uncontrollable factors such as periodic or sporadic activities and disruptions (dumping, discharging, land disturbances, etc.)
- have direct (not indirect) relevance to the improvement sought
- where appropriate and possible, be useful for measuring the success of the project

* Improvement across a threshold where swimming is banned/permitted or fish spawning or productivity is changed from nil to viable is much more important to society than just an improvement for improvement's sake. Water quality improvement (reduced coliform count) is of maximum significance when it passes the level established by health authorities where swimming is permitted. The threshold is the crucial coliform count; the criteria is "swimming permitted".

3.4.2 People/Behavioural Performance Indicators

These indicators are common to all projects, therefore appropriate to program evaluation. Examples are the number of partners, membership or media coverage.

3.4.3 Other Performance Indicators

These are common to all projects and/or the program and include for example, the percent of allocation utilized or proportion of project cost supplied by the program.

3.5 Data Requirements

General

Reviewing program documentation indicates the program is basically well-designed especially in terms of facilitating acquisition of evaluation data. Also reasonable checks and balances have been built into it by regional delivery, use of review and selection committees and other means.

Data are required at two levels, the local project level and the program level. Required data are of three general types, environmental data, people/ behaviourial data and general (operational, financial, etc.) data. The environmental data are required at the project level for project evaluation. However, they are not as discrenible at the program level, nor as useful for evaluation at this level. The people/behaviourial data are required at both levels; to complete project evaluations in the first place and to evaluate the program in the second case. The general data have most application in program evaluation.

Thirdly, data are required at three different times, before, during and after the project(s)/program. These may be termed baseline and evaluation data.

3.6 Data Sources

The required data originate in three ways:

1) Data generated in or by the operation of the program. These will be available in documents such as the applications, committee assessments and recommendations, sponsors' reports and Regional Files. The Departmental Office Technology System (DOTS) and the Automation Financial Management Accounting System (AFMAS) will contain much of the above data in more accessible form.

2) Data generated incidental to/or outside the program operations. These data will be available in media (newspaper, magazine, newsletter, radio and television) coverage and in compilations of same, as well as in a variety of environmental data banks in government. It should be noted that for a variety of reasons the latter may not prove to be useful in the evaluation process.

3) Data generated on demand. These will be data obtained from interviews or case studies or from specifically designed or modified existing public opinion polls conducted to meet program evaluation needs.

3.6.1 Data Systems

The most comprehensive and relevant data system for evaluation purposes will clearly be the Environmental Partners Fund data system, a new component of DOTS. Project

application, worksheet, interim report and final report data will be entered into this system at the regional and headquarters level. The AFMAS system will contain the financial data required for regional and headquarters budgetary management of the local and national projects respectively.

Currently the State of the Environment Branch, Environment Canada is compiling an inventory of data bases of potential use to State of the Environment reporting. The first completed volume, reports the inventory held by Conservation and Protection, Headquarters. Other volumes in progress or planned for completion by 1991 include, Canadian Parks Service, Atmospheric Environment Service, Regional Offices, other federal departments and provincial governments. These inventories will be used to develop a State of the Environment Information System (data base referral component) to be established in Statistics Canada. The inventory of environmental data systems will not include systems below the provincial level. The municipal level, for example, is considered too local for inclusion in a national State of the Environment Information System.

It does not now seem likely that the State of the Environment reporting system will be useful for evaluation purposes because i) the scale is and will be inappropriate, ii) no baseline data appear to exist, nor could in the next two years.

Examples of data bases that just might have relevance to program evaluation and/or to sponsors, and found in the Conservation and Protection Service inventory, include:

- Importance of Wildlife to Canadians
- Chemical Evaluation Data Base
- National Water Quality Data Base (NAQUADAT)
- Municipal Water Use Data Base
- Mine Compliance Data
- Landbase

3.6.2 Files

It is not clear at this time of writing if all the data required for evaluation will be in the Environmental Partners Fund data system. It is certain that some desirable, indeed necessary, data for quality evaluation will <u>not</u> be in the system. For example, minutes of Review Committee and particularly Selection Committee meetings are highly desirable to determine on what basis approvals and rejections were based. Project Files would also be valuable for verification of self-assessment.

News releases and clipping service compilations, both available in the region and headquarters files, would be required to determine the effect of the regional and national publicity programs. The project (sponsors') files should contain news clippings and other compilations of publicity efforts and effects to assist in determining the appropriateness and impact of the project publicity.

3.6.3 Media

Print, radio and television each provide coverage of newsworthy environmental issues. As with polls, the "data" have more to do with perceptions, attitude and beliefs, than hard environmental facts. Monitoring services do exist (and more could be developed) to determine the coverage of issues, to estimate the levels of interest, to suggest or even document trends, etc., for papers, radio and television.

This has been done for newspaper coverage under two monitoring services. The Canadian Trend Report monitors, by measuring the number of column inches, the coverage of environmental issues in an extensive (150) national newspaper sampling. A volume index based on 1977 = 100 is used to track changes in issue coverage.

Political Alerts monitors issues by tabulating the number of articles on issues. By noting the major source of each article, it also makes possible the monitoring of key participants on each issue, such as industry, agency or environmental group.

Both the Trend Report and Political Alerts methodology could be adapted and supplemented with inexpensive clipping requirements of the sponsors at the project level to monitor media coverage and self-assess the success of a project's publicity program.

3.6.4 Polls

Several public opinion polling firms have expertise and experience in the environment/people area and publish reports and survey results that have been commissioned or used by Environment Canada.

The Environmental Monitor is published quarterly. The autumn survey is particularly comprehensive. The other three surveys per year are focused on themes or issues. Decima publishes *Quarterly Reports* and Environics publishes *Focus Canada* as well as semi-annual omnibus reports. Special surveys such as the *CROP-tri SC Report* have been done by CROP Inc.

The Angus Reid Group and CROP Inc. have both conducted psychographic research surveys attempting to characterize and categorize the public to the end that their response and attitudes to initiatives concerning the environment could be better understood and perhaps predicted. In 1988 a compilation of 10 years of public perceptions on environmental issues using i) public opinion surveys, ii) media monitoring services and psychographic research was done for Environment Canada to provide a composite picture of the past and present.

Public opinion polling is an effectual, and perhaps a cost effective method of obtaining data useful for evaluating the people side of the program. This is so for the following reasons:

- There exist several firms with expertise and more than 10 years experience in conducting and analyzing polls which address environmental issues and the public's attitudes, perceptions and activities pertaining to the environment.

- Repetitive polls are conducted quarterly and comprehensive polls are conducted annually.

- Capability and competence exist to conduct and analyze custom-made or special purpose polls in a statistically valid manner.

- Additional questions can be piggy-backed onto scheduled polls for about $2,000 for each additional question, or with another firm for $3,000 for the first question and $1,200 for each additional question.

- Evaluation-required questions can be professionally prepared/modified to eliminate bias and error and ensure credible results.

- National coverage is readily available with provincial breakdown of results.

- Certain questions of modest relevance to program evaluation have been, and are being asked, thus baseline data in some aspects, is available.

- Public awareness of the program and of the need for citizen participation in solving environmental problems through local action projects could be tracked with 1990, 1992, 1995 polls for a total cost of $8,000 - $24,000.

Types of questions which might be asked during or after program delivery could be:

- Have you ever heard of the Environmental Partners Fund? This would be followed by an open-ended question to probe awareness of program objectives after program awareness had reached an appropriate level.

- Have you changed your waste disposal/recycling habits in the last - year(s)?

- Were you convinced to change your habits because of any one of the following? Check only one.

  a) Environmental Partners Fund participation or publicity (specify which)
  b) Increasing municipal garbage disposal concerns and costs
  c) Mandatory changes imposed by local authorities
  d) Pressure from other family members
  e) Concern for the environment

Note that questions would be prepared by professional pollsters in consultation with the evaluators.

The following questions are from previous polls; some will remain in use (personal communication with President, polling firm). They are of varied relevance to program evaluation and provide some measure of baseline data. In fact, if these questions remain on scheduled polls, then they would have definite use in program evaluation (particularly the second last question) even though responses could not be specifically attributed to the Environmental Partners Fund only.

- Would you say that the level of pollution in Canada has increased, decreased or remained the same over the past two years? (Focus Canada - 1981 - 1987 graph)
- Curb-side recycling: Would you participate? (Environmental Monitor - 1988 pie diagram)
- Environmental Protection: Who is responsible? (Environmental Monitor - 1987 pie diagram)
- Generally speaking, do you approve of the way the current federal government is handling the protection of the environment? (Focus Canada - 1985 - 1987 - graph)
- How would you rate the performance of the following groups in protecting the environment? individuals - to - federal government (Environmental Monitor - 1987 - bar graph)
- Pollution is such a big problem that I can't really do anything about it. Agree? Disagree? (Quarterly Report and Environmental Monitor - 1982 - 1987 - graph)
- Now, I am going to read you a list of things some people are doing and I'd like you to tell me for each one, whether you and your family are doing it. Do you/have you? Items range from recycling to buying bottled water (Quarterly Report - 1987 - bar graph).

3.6.5 Interviews

Interviews provide direct access to information from key people administering the program, recipients of the program, or knowledgeable observers of it. This information is either not available at all from other sources, since it is experiential, or less conveniently accessible. Interview data are also valuable in complementing and/or substantiating data from other sources. It may be more vulnerable to tainting from subjectivity, but this can be minimized by prudent questionnaire development. The following have been identified as potential valuable interview candidates:

- Headquarters managers
- Regional program managers
- Minister's office officials
- Review/Selection Committee members
- Lead Partner officials/project managers
- Environmental organization executive directors

3.7 Baseline Data

Baseline data for determining environmental and waste management change at the project level are to be provided by sponsors in the application. It is assumed that these are readily available, but this will not always be the case. Some are observable or otherwise easily obtained, such as visual degradation, destroyed or deteriorated habitat and absence of a recycling program. Scientific data relating to air and water quality, toxic levels and such may not exist or if they do, may not be locally available. Even more serious is the lack of a line or box on the Project Application Form for the "quantitative measures of existing environmental conditions". As suggested under 2.3, the draft Review Committee and Selection Committee Worksheets are not yet fully adequate to screen for measurable indicators of environmental change. It is difficult to see how even scientifically strong committees using these worksheets can screen out projects lacking suitable baseline data. Worksheets should be strengthened and project screening results examined before the adequacy of project environmental baseline data can be gauged. Suggestions for strengthening the worksheets are found in Appendix B.

Baseline data for determining the people/behaviourial changes at the program level are available to a small to modest degree from existing poll analyses. Several years of record and trends are necessary for this type of data and are available for such questions as "Pollution is such a big problem that I cannot really do anything about it." Do you agree or disagree? Such questions are so close to the heart of the Environmental Partners Fund objectives that the response trend will give some indication of goal attainment of the program even though it will not be clear if the program is responsible. On the other hand, recycling has been shown in polls to be so enthusiastically embraced in practice (Fall 1987) and acceptance (Spring 1988), that any credit to the Environmental Partners Fund program is only a possibility and would be difficult to verify. The monitoring of program response by Communication Officers should provide quality baseline data on both the people side of the program and the take-up.

3.8 Evaluation Data

The project interim and final reports are supposed to provide quantitative measures of environmental conditions and changes as the projects are implemented and successfully completed. These data should be satisfactory for project evaluation purposes if sponsors fulfil their obligations and regional management has time to monitor. However, the Operational Guidelines Manual and the Sponsor's Handbook both place a great deal more emphasis on financial reporting than on environmental and public awareness reporting. In particular, the present reporting forms are inadequate in this regard. The forms require modification to make allowance for quantitative measurements of environmental changes (See Appendices B-4, B-5). As much as possible, all data useful for evaluation should be in DOTS to avoid time consuming review of forms and files. Furthermore, use of the DOTS in an incentive for quantification and brevity.

3.8.1 Other Uses

Some project data could end up in various environmental data banks, but not at the scale required for State of the Environment reporting. These data are required at ecoregion to national scales. Also, data obtained on an hourly, daily, weekly basis for project use would probably be reported on a monthly to yearly basis for State of the Environment purposes.

3.9 Data Gaps

We have noted that the nature of the screening criteria and the environmental data reporting requirements both suggest the possibility of missing environmental data. This potential problem could and should be addressed by a strengthening of both the screening process and the project reporting. Suggested changes or additions are found in Appendix B.

On the people behavioural side, there are modestly relevant baseline data on the national scale as already noted.

There are other missing data essential for evaluation based on the identified issues, questions and indicators. Where possible, these data should be entered in the program data system for easy access. These are presented in Table IV.

3.10 Methodologies

The methodologies are varied and include:

- Review and analysis of data in DOTS.
- Review of sample project interim and final reports.
- Review of sample Review and Selection Committee Worksheets.
- Simple tabulation.
- Canadian Trend Report analysis.
- Political Alert analysis.
- Clipping service.
- Public opinion polls.
- Mail or phone surveys.
- Interviews.
- Review and analysis of data in AFMAS.

TABLE IV - DATA SOURCES FOR ADDITIONAL REQUIREMENTS

	RELEVANT ISSUES	APPLICATION	REVIEW WORKSHEET	SELECTION WORKSHEET	INTERIM REPORTS	FINAL REPORT	PROJECT FILES	PROGRAM FILES	DOTS	COMMENTS
Applications rejected because do not fit categories	13		X					X	X	
Applications rejected on basis of duplication	13		X					X	X	
Projects recommended but unfunded	13			X				X	X	
Type and quantity of recycled material[1]	4	X			X	X		X	X	
Membership of all non-government partners[2]	2,6,8	X						X	X	
Duration of problem addressed in project[3]	3,9	X						X	X	
Project category[4]	3,9,10	X						X	X	
Project type[5]	3,4,12	X						X	X	
Revenue generation (anticipated, achieved)	3	X			X	X		X	X	
Project goal (quantitative, figures)	3,9	X						X	X	
Percent attainment of project goal	3,10				X	X		X	X	
Number and magnitude of self-sustaining enterprises (S)	3,10					X		X	X	
Negative environmental impact identified[6]	4	X	X					X	X	
Negative environmental impact encountered	4				X	X		X	X	
Negative environmental impact mitigated	4				X	X		X	X	
Mitigative goal (quantitative, figures)	4	X						X	X	
Mitigative effort ($, duration)	4				X	X		X	X	
Attainment of mitigative goals (percentage)	4				X	X		X	X	
Publicity items by type, number, number distributed	5				X	X		X	X	
Visits to project site and/or office[7]	6				X	X		X	X	
Recycling project participants (households)	6				X	X		X	X	
Letters to Minister of Environment[8]	6							X	X	
New conservation groups/chapters formed	6					X		X	X	
Expenditure by type of publicity vehicle	7							X	X	
Number of newsletter recipients and those acting on same	7							X	X	
Thresholds identified, achieved	9	X	X			X		X	X	

1. Type = Ferrous, aluminum, other metal, glass, plastic, organic, other. Quantity = Weight
2. Only local, directly involved chapters, branches, district offices, etc. of national organizations (e.g., Audubon Society) or national corporations (e.g., Shell Canada). For national projects administered by HQ, national membership is appropriate.
3. Duration:
   Acute - Problem could be eliminated within three years.
   Chronic - Problem could not be eliminated within three years, only ameliorated.
   The time it has taken problem to manifest is not relevant to this definition.
4. Project category - i.e., I (Environmental) or II (Waste).
5. Project type - (Terrestrial, riparian, aquatic, wildlife, other) (waste reduction, recycling).
6. Negative environmental impact identified, encountered, mitigated - yes or no.
7. Office and on-site guestbooks to be provided by sponsor with the requirement that project participant/non-participant status be checked off.
8. Letters to Minister are now categorized, tabulated and entered into DOTS.

4.0 OTHER CONSIDERATIONS

4.1 Flexibility

Flexibility is desirable during the implementation of any new program since all contingencies cannot be anticipated. Startup delays, entirely outside the control of program management can cause delays that could be reflected in program evaluation. Similarly, a change in the environment into which a program is introduced, or a miscalculation in program design can require significant changes in emphasis, though not likely direction. This too may be reflected in program evaluation and in turn require flexibility in it. Also, there might arise a need to shift regional priorities because of program experience or changing economic or other conditions.

4.1.1 Resources

There has been allowance made for reallocation of the budget in terms of time and from region to region recognizing that the "take-up" of the program can only be estimated during program development.

Document review and start-up operations make it evident that the Environmental Partners Fund Program has been understaffed to date. The resultant workload on staff cannot but limit both consideration and design of program flexibility.

4.1.2 Other Project Categories

At the first meeting with the Steering Committee for this Evaluation Framework, an Environment Canada official noted there was already negative reaction from the environmental community because the projects were limited to two categories. It is recognized that more may be required as the program unfolds. However, the preparation of feasibility studies or position papers, the holding of conferences and workshops, and the preparation of educational material, has been specifically excluded from program funding. Therefore, new categories are not likely to include these exclusions.

4.2 Regional Priorities

Priorities will vary from region to region for several reasons. These include the Regional Selection Committees' establishment of Regional Priorities criteria, and the different provinces' environmental priorities and attitudes toward the Environmental Partners Fund.

Though not strictly a regional priority issue, the provinces do have different environmental priorities, programs and attitudes toward the Environmental Partners

Fund. This introduces exogenous factors affecting such things as project type, size and "take-up".

4.3 Interface With Other Programs

Within the Sustainable Development Branch is a new small Success Stories Bank program. This program collects and widely publicizes representative (not comprehensive) and excellent examples of initiatives in sustainable development. It is possible, even likely, that successful Environmental Partners Fund projects could be selected for inclusion.

Environmental Choice, another new Environment Canada program, establishes guidelines for product categories so suppliers of products, when meeting these guidelines, can then apply for Ecologo. This logo, licensed by the Canadian Standards Association under contract by Environmental Choice, identifies products that diminish the load on the environment.

In October 1988, the Sustainable Development Branch issued an interim report titled Sustainable Development in ERDAs/EDAs. This report established wording for amendments to Economic and Regional Development Agreements (ERDAs), Economic Development Agreements (EDAs), and Subsidiaries. Criteria for evaluation of project proposals with respect to environment-economy integration in ERDAs and EDAs are included.

The Atlantic Region Departmental Communication Unit of Environment Canada has just published (1989) a 50 page booklet titled What Atlantic Canadians Can Do For Their Environment - Hundreds of Things Individuals Can Do Now. This booklet supports the Environmental Partners Fund objectives and could be used as a help in developing projects. For example, it notes the Canadian Waste Material Exchange, an organization or registry aimed at helping waste producers find users for each other's by-products.

Although development of local State of the Environment reports have been and are being done, they are rare as yet. Official reports have been prepared for Toronto and the Lac St-Jean-Saguenay region (October 1988) and are just getting started for Ottawa and Waterloo.

Other departments and agencies have less directly interfacing activities. It is evident that the sustainable development/conserver society concept is gradually permeating government. The renewable resource departments which have always understood the concept and implicitly embraced it, are now giving it increased emphasis in policy development in particular, and establishment of Sustainable Development Units. Operational departments, such as Public Works, are reflecting the concept in directives urging use of "environmentally friendly" products and supplies. No new programs have been identified.

APPENDIX A

Evaluation Framework - Issues

PROGRAM RATIONALE ISSUES

Issue #1 What is the justification for the program and does it make sense?

Questions	Indicators	Data Requirements	Methodology
1. To what extent are the objectives and mandate of the program still relevant?	Opinions of interviewees.		Interviews with Senior Departmental Managers, Program Managers, Executive Directors of Conservation Organizations, Committee Members DOTS Review
2. Are the activities and outputs of the program consistent with its mandate and plausibly linked to the attainment of the objectives and intended effects?	Opinions of managers.		Interviews with Regional and HQ Program Managers and Project Managers

IMPACTS AND EFFECTS ISSUES

Issue #2 To what extent has multiple partnership been achieved?

Questions	Indicators	Data Requirements	Methodology
1. How many partners were involved?	Number of partners.	Partner number by project.	DOTS Review
2. What is the relation of partner size to number of partners?	Relation of total members to number of partners/project.	Number and membership of partners by project.	DOTS Review
3. How are project size and number of partners related?	Number of partners in each project size class.	Number of partners per project cost of project.	DOTS Review
4. Did more partners result in more public involvement?	Number of public involved per project by partner number.	Number of partners. Membership of each partner.	DOTS Review
5. Was multiple partnership dollar dependent?	Relation between project cost and number of partners.	Cost of projects by size class. Number of partners in projects of each size class.	DOTS Review
6. Was the program successful in involving other government levels?	Percent of projects with government partners.	Number of municipal/ provincial government partners per project.	DOTS Review
7. What degree of partnership multiplicity was achieved?	Selection Committee Worksheet rating.	Worksheet rating.	Review of Selection Committee Worksheets DOTS Review
8. What types of partners participated and served as lead partners?	Numbers of partners by types.	Number of partners of each type (see Eligible Partners, Section 2.2.0 of Operational Guidelines Manual). Lead partner type.	DOTS Review

IMPACTS AND EFFECTS ISSUES (cont'd)

Issue #3 To what extent has innovation been successfully employed in solving environmental problems?

Questions	Indicators	Data Requirements	Methodology
1. Was innovation more frequent in certain project categories?	Weighted percentage of innovation projects in each project category. (frequency distribution)	Number of approved proposals. Rating of innovation on Selection Committee worksheets.	Review of Selection Committee Worksheets DOTS Review
2. Did the percentage of rejected/accepted proposals differ in the case of innovation proposals compared to others?	Percentage of rejected/ accepted proposals by class (innovative, other).	Number of proposals rejected/accepted. Rating of innovation on Selection Committee worksheets.	Review of Selection Committee Worksheets DOTS Review
3. Was innovation related to project characteristics? Size (in $) Duration of problem (chronic, acute). Duration of project. Project type.	Number of projects by innovation rating per project characteristic class.	Number of proposals by innovation rating by Selection Committee. Cost of project. Type of lead partner. Immediate/long-term problem. Duration of projects by class. Project category. Type of project.	Review of Selection Committee Worksheets DOTS Review
4. Did innovative approaches (approved) get more publicity?	Extent of project publicity by innovation rating. Extent of media coverage by innovation rating.	Frequency of occurrence of words innovation/innovative in publicity items and in media coverage. Innovation rating.	Review of Selection Committee Worksheets Clipping Service Political Alert Analysis
5. How were revenue generation, innovation and project category (I & II) related?	Relationship among category, innovation and revenue generated.	Project category. Innovation rating. Revenue generated per project.	DOTS Review
6. What measure of success was associated with innovation ratings? Were more innovative projects more successful?	Average percent success (project goals) by innovation rating.	Percent achievement of each project's goal. Innovation rating of each project.	Final Report Review Review of Selection Committee Worksheets DOTS Review

Issue #3 (cont'd)

Questions	Indicators	Data Requirements	Methodology
7. What was the relationship between innovation and revenue generation?	Amount of revenue generated per project by innovation rating.	Innovation rating. Revenue generated. Project cost.	Final Report Review Review of Selection Committee Worksheets DOTS Review
8. What was the relationship between innovation and continuing self-sustaining enterprise?	Correlation between innovation and enterprise continuation.	Number of projects yielding self-sustaining enterprises and magnitude of enterprises. Innovation rating for each project.	Final Report Review Review of Selection Committee Worksheets DOTS Review Interviews with Project Managers/Regional Managers

IMPACTS AND EFFECTS ISSUES (cont'd)

Issue #4 To what extent were negative impacts identified, encountered and mitigated?

Questions	Indicators	Data Requirements	Methodology
1. Were negative environmental impacts worth the attention given on Review Committee worksheets?	Percent of projects with impacts identified, encountered, mitigated. Occurrence and magnitude of mitigative measures.	Number of applications and projects and number with identified, encountered and mitigated negative impacts. Mitigative effort ($, duration).	Review of Review Committee Worksheets DOTS Review File Review Interviews with Managers and Committee Members
2. Were negative impacts more frequently identified/ encountered in certain project types?	Frequency of impact by project type.	Number of applications/ projects and numbers identified, encountered and mitigated by project type.	Review of Review Committee Worksheets DOTS Review File Review Interviews with Managers and Committee Members
3. Were negative impacts less successfully mitigated for certain project types?	Attainment of mitigative goals by project type.	Percent attainment of mitigative goals of projects.	DOTS Review File Review
4. What was the magnitude of negative environmental impact program-wide?	Impact index.	Magnitude of anticipated impact ($, duration, percent of project cost) per project. Percent attainment of mitigative goals of projects.	Review of Review Committee Worksheets Final Report Review DOTS Review
5. Has recycling industry been stimulated/flooded as a result of recycling projects?	Proportion of projects that are recycling projects. Growth in supply of recyclables. Industry views on recycling capacity, supply and demand.	Number of recycling projects by type. Quantity and type of recycled material.	DOTS Review Interviews

IMPACTS AND EFFECTS ISSUES (cont'd)

Issue #5 To what extent has the conserver society ethic/sustainable development concept been promoted?

Questions	Indicators	Data Requirements	Methodology
1. Have all projects actively promoted this ethic and concept in publicity?	Coverage of subject in publicity campaign (ads, pamphlets, brochures).	Number of publicity items by type. Number of copies distributed.	Projects Report Review
2. Have this ethic and concept been extensively promoted in media coverage?	Frequency of occurrence of this subject in newspapers, radio, TV.	Number of news items by media.	Canadian Trend Report Analysis Political Alert Review Departmental Clipping Service Analysis
3. Have this ethic and concept been vigorously opposed by one or more elements in society?	Frequency of occurrence of opposing view and membership represented by opposing proponent.	Number of opposing speeches/announcements. Membership of represented elements.	Clipping Service
4. Has the Environment Minister received increased mail on this subject?	Mail on this subject.	Before and after number of letters on the subject, not opposing same.	DOTS Review
5. Have the Regional and HQ offices received mail and inquiries on this subject?	Mail and inquiries on this subject.	Number of letters and inquiries on this subject, not opposing same.	DOTS Review

ACHIEVEMENT OF OBJECTIVES ISSUES

Issue #6 To what extent has awareness of the need for local action in dealing with environmental problems been achieved?

Questions	Indicators	Data Requirements	Methodology
1. How many citizens have expressed this awareness through partner membership?	Membership	Membership of all non-government partners, on all applications.	DOTS Review
2. How many citizens have indirectly expressed this awareness through project site/office visitation?	Visitation	Number of project site/office visits by non-partner members.	Project File Review DOTS Review
3.How many households participated in recycling projects?	Participation	Number of participating households.	Project File Review DOTS Review
4. How many citizens have expressed this awareness by corresponding with the Minister of the Environment/Prime Minister?	Quantity of correspondence.	Number of letters received by Minister/Prime Minister on this subject.	DOTS Review
5. Has awareness resulted in post project activity?	Number of new conservation groups formed. Number of chapters formed.	Number of new conservation groups.	Survey of Organizations Review of Final Report DOTS Review

ACHIEVEMENT OF OBJECTIVES ISSUES (cont'd)

Issue #7 To what extent has the program communication/publicity plan been effective in advertising and promoting the program?

Questions	Indicators	Data Requirements	Methodology
1. What was the rate of change in applications over time?	Incremental change by budget.	Annual budget allocation. Average annual project cost. Annual number of projects.	DOTS Review
2. How was the communication plan budget spent?	Annual percentage expenditure by type.	Expenditures by year and by type (direct mail, advertisements, press releases, etc.)	DOTS Review File Review Clipping Service
3. Did the program newsletter have any impact on the program?	Percentage of recipients acting upon newsletter (implemented an idea).	Number of newsletter recipients/ year. Number of recipients who acted upon it/year.	Mail Survey DOTS Review
4. Did the demand for project funds exceed the supply?	Percent of approved projects not funded. Comparison of funds contributed and requested (approved projects).	Number of applications received, approved and funded. Project cost contributions.	DOTS Review
5. Was 5% of project funding allocated for local publicity appropriate?	Relation of number of applications to timing of publicity. Opinions of sponsors.	Measure of media coverage. Measure of paid publicity. Number of applications per month/deadline. Publicity expense per month.	File Review DOTS Review Interviews with Sponsors AFMAS Review

ACHIEVEMENT OF OBJECTIVES ISSUES (cont'd)

Issue #8 To what extent has the program been successful in encouraging citizen participation in local innovative environmental action projects in solving environmental problems?

Questions	Indicators	Data Requirements	Methodology
1. How many citizens participated in projects?	Participation.	Number of participants per project.	DOTS Review
2. What is the total membership of all partners listed on applications?	Membership.	Membership of all partners.	DOTS Review
3. How many projects were submitted/approved/commenced/ completed?	Number of projects in each class.	Number of projects by class.	DOTS Review

ACHIEVEMENT OF OBJECTIVES ISSUES (cont'd)

Issue #9 To what extent has the program succeeded in improving and protecting the quality of the environment in communities across Canada?

Questions	Indicators	Data Requirements	Methodology
1. How many projects were approved in Category I?	Percentage of approved projects in this category.	Number of projects approved. Number in this category approved.	DOTS Review
2. How successful were projects in reaching their environmental goals?	Percentage of projects reaching different goal levels (in percent attainment).	Number of projects commenced. Number of projects partially or completely reaching stated goals (percent attainment).	Final Report Review DOTS Review
3. What types of problems were addressed? - acute/chronic - terrestrial/riparian/aquatic/ wildlife, etc. - improve/protect (See Definitions-Appendix B)	Percentage of projects in class of each problem type.	Number of projects in each problem type and each class therein.	Review of Selection Committee Worksheets
4. How many attained goals were threshold levels (ex., coliform count) at which precluded activities (swimming) could be (re)commenced?	Percentage of attained goals that were thresholds.	Goals that are thresholds must be identified. Number of thresholds achieved.	DOTS Review
5. What is magnitude of environmental project benefits?	Benefit magnitude as provided by committees.	Magnitude of anticipated benefits per project from worksheets. Degree of goal attainment.	Review of Review Committee Worksheets Final Report Review DOTS Review

ACHIEVEMENT OF OBJECTIVES ISSUES (cont'd)

Issue #10 To what extent has waste reduction been achieved and recycling extended in communities across Canada?

Questions	Indicators	Data Requirements	Methodology
1. How many projects were approved in Category II?	Percentage of approved projects in this category.	Number of projects approved. Number in this category approved.	DOTS Review
2. Did more projects of this category extend beyond life of funding than other projects?	Percentage of Category I and II projects extending beyond funding.	Number of projects. Number of projects extending beyond life of funding in each category.	Final Report Review
3. Were waste reduction/recycling projects a successful component of the program?	Quantity of such projects. Goal attainment.	Number of projects in this category. Percent goal attainment per project.	DOTS Review

PROGRAM DESIGN AND STRUCTURE ISSUES

Issue #11 To what extent has the program design and management been satisfactory and efficient?

Questions	Indicators	Data Requirements	Methodology
1. Was the program adequately staffed?	Opinions of interviewees.		Interviews with Regional/HQ Staff and Project Managers
2. Was the program adequately funded?	Percent of allocation utilized. Ratio of funded projects to approved projects.	Annual allocation and annual expenditure. Number of proposals approved by Selection Committee and number funded.	DOTS Review AFMAS Review
3. Did the program undergo modification?	Change in number of project categories. Change in budget allocation (time and region).	Number of categories each year. Budget allocations (original and revised).	Interviews with Program Staff File Review
4. Was the program delivered in a timely manner?	Lag behind schedule for various program/project activities.	Dates of project review, selection, approval, contribution agreement, and start of implementation.	File Review
5. Was the CCREM budgeting formula an effective method of allocating funds for this program?	Percent budget spent annually by Region.	Regional annual budgets and expenditures.	DOTS Review AFMAS Review
6. Did the regions consider their input to the design and management of the program adequate?	Regional opinions.		Interviews with Regional Managers

PROGRAM DESIGN AND STRUCTURE ISSUES (cont'd)

Issue #12 To what extent has the screening process (eligibility, review and selection criteria, ranking and categorization) been effective?

Questions	Performance Indicators	Data Requirements	Methodology
1. Has the ratio of rejected/approved projects changed over program life?	Annual ratio of rejected/ approved projects.	Number of projects rejected and approved by year.	DOTS Review
2. What percentage of implemented projects actually reach their stated goals?	Percentage of completed projects reaching stated goals.	Number of completed projects and those reaching goals. Environmental state as stated in application and final report.	DOTS Review File Review
3. How are rejected/approved projects related to criteria rating scores and/or recommendations?	Plausible relation between recommendations and the yes/no scores of Review Worksheets. Correlation of program/ regional priorities with rejection/approval decisions on Selection Worksheets.	Compilation of criteria ratings on Worksheets and rejected/approved decisions.	DOTS Review File Review
4. Did the mix of approved project types match the mix of proposal types?	Percentages of each project subject class in the proposals and in approved projects.	Number of proposals and approved projects in each project subject class.	DOTS Review File Review
5. Was committee expertise appropriate to the screening task?	Relation of committee composition/expertise to nature of applications.		Interviews with Regional/HQ Managers
6. What were the most frequent bases for rejection/approval decisions of Review/Selection Committees?	Percentage of rejection/ approval decisions by class.	Recommendation comments (classified) of Review Worksheets.	DOTS Review Worksheet Review Review of Committee Meeting Minutes
7. What is the relation between percent project funding requested and provided?	Percent rejected proposals by class of percent funding requested.	Percent project funding requested and provided rejection/acceptance decisions.	DOTS Review

Issue #12 (cont'd)

Questions	Indicators	Data Requirements	Methodology
8. Was percent funding requested dependent on estimated project cost?	Percent funding requested by size class of project ($).	Percent program funding requested. Project cost.	DOTS Review
9. How could the process be strengthened?	Opinions of managers and committee members.		Interviews with Regional Managers, Project Managers, Review/Selection Committee Members
10. Did the predominant size ($) of approved projects change over time?	Change in size ($) and numbers of approved projects.	Number of approved projects by size ($) class by appropriate time period.	DOTS Review

PROGRAM DESIGN AND STRUCTURE ISSUES (cont'd)

Issue #13 To what extent should consideration be given to substantive modification, termination, extension of the Environmental Partners Fund program?

Questions	Performance Indicators	Data Requirements	Methodology
1. Is the number of project categories satisfactory?	Non-fitting applications rejected. Complaints, inquiries, suggestions.	Numbers of applications rejected for non-fitting.	DOTS Review File Review
2. Has the public lost interest in the program?	Number of applications per deadline. Decreasing originality (innovation) of applications.	Number of applications. Number of applications rejected on basis of duplication.	DOTS Review File Review
3. Has the demand for projects exceeded the supply (available funds)?	Unfunded recommended projects. Change in Environmental Partners Fund contribution per project over time.	Number of applications. Environmental Partners Fund contribution per project. Number of unfunded recommended projects.	DOTS Review

PROGRAM DESIGN AND STRUCTURE ISSUES (cont'd)

Issue #14 Are there more cost-effective programs and ways to achieve this program's objectives?

Questions	Indicators	Data Requirements	Methodology
1. How do general costs and results compare with departmental programs and initiatives cited in 4.3 "Interface with other programs"?	Opinions of managers.		Interviews with Managers of Various Programs/Initiatives and Senior Departmental Managers
2. What was average percent Environmental Partners Fund contribution to projects? Did it change over time? How did contribution vary with project cost?	Average Environmental Partners Fund contribution. Average contribution by project size class ($). Change/no change over time.	Project cost. Environmental Partners Fund contribution to projects as percentage. Date of project approval.	DOTS Review
3. To what extent did Environmental Partners Fund contributions approved/provided, differ from those requested?	Change	Environmental Partners Fund contribution requested, approved, provided.	DOTS Review
4. To what extent did approved/final project costs differ from those requested?	Change	Requested project cost. Approved project cost. Final project cost.	DOTS Review
5. Were unfunded initiated/ completed projects a viable alternative to achieve program objectives?	Ratio of funded to unfunded projects. Comparison of goal achievement of funded and unfunded projects.	Number of unfunded projects initiated/completed. Goal achievement.	DOTS Review Survey of Unfunded Sponsors Interviews with Regional Staff, Committee Members
6. What other means could have been used to achieve the program's objectives?	Opinions of managers and conservationists.		Interviews with Senior Departmental Managers, Executive Directors of Conservation Organizations

ALTERNATIVES ISSUES

Issue #15 To what extent did the program conflict with others?

Questions	Indicators	Data Requirements	Methodology
1. Did the program conflict with other departmental programs or initiatives?	Opinions of managers. Program objectives.		Interviews with Senior Departmental Managers Review of Legislation
2. Did the program conflict with provincial programs or initiatives?	Opinions of managers and provincial officials.		Interviews with HQ/Regional Managers, Provincial Offices Review Committee Members
3. Did program conflict with municipal programs or initiatives?	Opinions of managers and officials.		Interviews with Regional Managers and Appropriate Municipal Officials

APPENDIX B

Suggestions for Modifications of Application, Screening, Reporting Forms

Project Application Form

1. To ensure that information required for review, selection and evaluation is submitted, submitted in the proper form (quantitative, defined, classified), and submitted in a way that facilitates its entry into the DOTS, it is suggested that an additional form (sheet) be added to the Application Form, to be filled in by the sponsor. Such a structured approach seems more likely to ensure satisfaction of information requirements, convenience and ease of access, than relying upon the sponsors' project work plans and the Application Guide.

A supplemental form (or a modified Application Form) should require the following information:

Membership of each non-government partner ___/___/___/___/___/___ (# # # # #)

Duration of problem addressed (chronic, acute) specify _____

Project type _____

Project goal - parameter(s) to be measured and baseline measurement(s) ____/____/____/____

Extent of parameter change during project time frame _____

Negative environmental impact (identified - yes/no; magnitude - see "matrix") ____/____/____ (Yes No Magnit.)

Mitigative goal (parameter to be measured and percent reduction proposed) ____/____%

Threshold identified (environmental goal is a threshold - yes/no) ____/____ (Yes No)

Type and anticipated quantity of material to be collected/recycled (if appropriate to project) ____/____

Clarification of the above is found in the Footnotes to Table IV.

Application Review Worksheet
Comments and Suggestions

In Part one - Administration Section of the Worksheet, presence of a project communication/publicity plan can be noted by a yes/no, but no evaluation of the plan appears called for by the Review Committee (or Selection Committee). Given the emphasis in the program on publicity, this seems unreasonable.

The "Technical" section of the worksheet is qualitative throughout; requiring a yes/no response of the Committee to the 16 questions posed. The "Environmental" section in contrast requires a yes/no response to only 6 of the 16 questions posed. Two questions call for a qualitative estimate of environmental impact using an "environmental matrix" which seems to be only a listing from "insignificant" to "major". The other 8 questions in this section require a written, and necessarily, it seems, subjective response.

Particular concerns or questions about this section include:

- how the severity of problem(s) addressed by the project is determined (Question #17)
- how magnitude of environmental benefits is determined even though use of the "matrix" is advised (Question #18)
- the relation of Questions 17 and 18 - Do more severe problems result in greater benefits?
- how post-mitigative residual impacts can be estimated (Question #23)
- the relevance of Questions #24 and #25
- how innovation is being defined and used; and why the issue of innovation is raised by both Review and Selection Committees
- the environmental goals the projects are to attain seem to be ignored in this worksheet

Since the Review Committees apparently are to have most of the environmental and scientific expertise, it seems there is need for a rating approach to Questions #17 and #30.

Thresholds (as defined herein) and indicated on the Application Forms (where appropriate) should be verified by the Review Committees. The possible attainment of a threshold greatly increases the importance or value of certain kinds of projects.

This addition is suggested under Recommendation: This project is not recommended for submission to the Project Selection Committee because:

1) it did not fit a qualified category ___
2) it duplicated other projects or applications ___
3) it was not eligible for other reasons ___

A reorganization of the Review Worksheet along the following lines may be worthwhile to allow the technical expertise of the committees to be better utilized.

Part 1 - Checklist - use a yes/no format throughout except for (A) Administration information.

A - Administration
B - Terms and Conditions
Questions 1 - 6
C - Project Features
Questions 7 - 11
D - Technical
Questions 12 - 25 (formerly #1, #3 - 15)
E - Financial
Questions 26 - 29 (formerly #33 - 36)
F - Environmental
Questions 30 - 39 (formerly #12 - under Project Features, two additional questions, formerly #2 - under Technical, formerly #22, #27 - 31

Specifically:
30. Measurable benefits?
31. Measurable in Project time frame?
32. Threshold identified?
33. Activities - environmental objectives consistent?
34. Post-funding continuation likely?
35. Additional mitigation required?
36. Adequate impact monitoring?
37. Additional improvements required?
38. Innovative?
39. Public support likely?

Part 2 - Rating - use a low (1) to high (5) rating throughout.

Environmental:
40. Severity of problems addressed (formerly #17 - under Environmental Benefits).
41. Problem solving approach technically or scientifically innovative? (new question)
42. Magnitude of benefits (formerly #18 - under Environmental Benefits).
43. Likely duration of benefits (formerly #21 - under Environmental Benefits).
44. Post-mitigation residual impacts (formerly #23 - under Negative Impacts).

The rationale for existing questions #19, 20, 21, 24, 25, 26 is not clear since they do not appear to relate to eligibility criteria or to the program objectives.

Some of the comment type information required on the existing worksheet may be helpful to the Selection Committees but these questions have not been included here because they seem to have little relevance to evaluation.

Appendix B-3

Project Selection Worksheet

There is an element of subjectivity in determining the level of project innovation. This means there is little point in rigorously defining the term; for individual and committee differences would result in different interpretations of any definition.

But for some degree of consistency, it is proposed the following might serve as a guide:

Level 1 -Nothing original, long existing conservation activities (tree planting, clean-up of garbage from parks).

Level 2 -Little originality or some difficulty involved (protective measures, providing nesting sites, stream clean-up).

Level 3 -Extension or duplication of recent conservation initiatives into new communities (blue box and paper recycling projects). Problem cause rather than effect is addressed.

Level 4 -New activity such as habit development, recycling of "non-traditional" wastes or production of "non-traditional" products from waste; complex management element, unusual mix of partners. "Non-traditional" waste excludes glass, paper, tin cans, aluminum, ferrous. "Non-traditional" products excludes for example, toilet paper from newspaper, but would include treatment of glossy magazines or phone books.

Level 5 -Only project of its kind or large integrative aspect (e.g., handling or sorting of several wastes in a practical way).

Scientifically and technologically advanced projects might tend to rate high. Complex community linkages might rate higher than simple bilateral and volunteer partnerships, especially if cooperation occurred between former antagonists. New uses for wastes should also rate high in innovation.

Appendix B-4

Project Interim Report Form

The Interim Report Form facilitates tracking expenses and contributions by providing boxes in which the appropriate figures are to be entered. If any reasonable track of environmental progress and the publicity plan is to be kept, the same approach should be used to enter other data. Following is a suggested format for environmental and publicity data:

Environmental Goal _____ (general)

Environmental parameter(s) being measured _____ (use second page if more than one)

Projected goal measurement, percent attainment and date _____/_____ % Date

Baseline measurement, percent goal attained and date _____/_____/_____ % Date

Current measurement, percent goal attained and date _____/_____/_____ % Date

Goal completely attained - yes/no/date ___/___/____ Yes No Date

Negative Environmental Impact was identified - yes/no _____/_____ Yes No

Negative Environmental Impact encountered - yes/no ___/___/___ Yes No Date

Negative Environmental Impact being mitigated - yes/no ___/___/___ Yes No Date

Mitigative goal (parameter to be measured and percent reduction proposed) _____/_____%

Attainment of mitigative goal to date _____%

Type and quantity of recyclable material ____/___ ____ Type Quantity (Weight)

Number of participating households (waste reduction/recycling project) _____/_____ No. Date

Revenue generated this reporting period $\$____/____$
Date

Publicity: Number of broadcasts, newspaper articles, copies produced and distributed, speeches, etc. in this reporting period.

TV	Radio	Newspaper	Printed Material	Speeches (Specify)	Other
No.__	No.__	No._____	No.Produced _____ No.Distrib. _____	No._____	No._____
Audience Size	Audience Size	Audience Size	Audience Size		
No.__	No.__	No.__	No.__		
			*Type__		

* Type: School children
Church group
Service club
Community association
Etc.

Project Final Report Form
Comments and Suggestions

The Final Report requires the same additional information as the Interim Report plus:

Self-sustaining enterprise? _____/_____/_____/_____
N/A Unlikely Likely Established

What size? $_____

Number of new continuing conservation groups/ chapters formed as a result of the project. No._____

All evaluation data that will be available on the modified application, review, selection and reporting forms should be in the DOTS to facilitate access. In some cases, this may only require modification of existing screens. Otherwise new screens or records should be added to the system.

APPENDIX C

Background Documents

Appendix C

Documents Reviewed

Title

Application Review Worksheet (Draft) 7 pp.

Application Review Worksheet (Revised Draft) 8 pp.

Application Review Worksheet - Part Two 9 pp.

Budget Allocation 1989/90

Contribution Agreement (Draft - October 3, 1989)

Contribution Agreement (Draft - October 6, 1989)

Contribution Agreement (Photocopy of Final)

Decision of the Treasury Board Meeting of June 1, 1989
(T.B. 811328)

Decision of the Treasury Board Meeting of October 18, 1989
(T.B. 812092)

Environmental Partners Fund Announced
Press Release by Environment Minister (October 21, 1988)

Environmental Partners Fund Application Guide

Environmental Partners Fund Brochure

Environmental Partners Fund
List of Headquarters and Regional Staff

Final Report Form

Interim Report Form

Memorandum to Cabinet

Memorandum to Minister (August 15, 1989) with Information Note, undated, including Treasury Board Submission Transmittal Slip, Appendix A (Terms and Conditions), and other pages; all pertaining to amended Terms and Conditions

Operational Guidelines Manual (Draft September 1, 1989) 52 pp.

Operational Guidelines Manual (Draft November 30, 1989) 51 pp.

Program Funds Allocated

Project Budget Forecast Worksheet 2 pp.

Project Selection Worksheet (Draft) 3 pp.

Project Selection Worksheet 2 pp.

Sponsor's Handbook (Draft October 6, 1989) 23 pp.

Sponsor's Handbook (Photocopy of Final)

Sponsor's Handbook

The New Environmental Partners Fund
Together We Can Make A Difference - Undated Advertisement

Treasury Board Submission
(including Appendices A,B,C,D) May 31, 1989

APPENDIX D

Evaluation Definitions

Category I Projects: Environmental improvement/protection focus.

Category II Projects: Waste reduction/recycling focus.

Conserver Society: Promotes economy of design of all systems; favours re-use or recycling and, wherever possible, reduction at source; questions the ever-growing per capita demand for consumer goods; recognizes that a diversity of solutions in many systems, such as energy and transportation, might in effect increase their overall economy, stability and resiliency.

Duration (Problem): See Table IV Footnotes.

Effect: An intended result of the program's activities which occurs or is produced in society (not in the program organization).

Environmental Benefit (positive impact): Not defined, accept Selection Committee rating.

Environmental Impact (negative): A change (anticipated or actual) in an environmental condition or parameter of sufficient magnitude or significance to require mitigative or remedial action.

Impact: An unintended (positive or negative) result of the program's activities which occurs or is produced in society (not in the program organization).

Improve (environment): Change environmental condition or parameter so ecosystem productivity is increased.

Innovation: Not defined, accept Selection Committee rating.

Non-government partner: See Table IV Footnotes.

Protect (environment): To shield from injury or loss.

Project Type: Category I - terrestrial, riparian, aquatic, wildlife, other
Category II - waste reduction, recycling

Recyclables Type: Any one of ferrous, aluminum , other metal, glass, plastic, organic wastes, other.

Definitions (cont'd)

Sustainable Development:	Development which ensures that the utilization of resources and the environment today do not damage prospects for their use by future generations.
Threshold:	The level of improvement (parameter measurement) at which a formerly precluded activity can be commenced or recommended.